

City of Chattanooga

Report to the Citizens

Founded in 1816 by the leader of the Cherokee Indians, the City of Chattanooga was created on the site of Ross' Landing Trading Post. Chattanooga, a Cherokee word for "rock coming to a point", was incorporated in 1839 and is the county seat of Hamilton County. Chattanooga was one of the nation's oldest manufacturing cities, where river and rails met to create a commercial and industrial base. Blessed with abundant natural resources, efficient transportation systems and a trained work force, Chattanooga is still an ideal location for industrial and economic development. Today, the city is equally known as a destination for visitors. Now, investing in the historic waterfront, and other recreation and cultural attractions are equally important to Chattanooga's economic future.

The city operates under a mayor-council form of government. The mayor is elected at-large and is not a member of the city council. The council is composed of nine members, with each member being elected from one of nine districts within the geographic boundaries of the city. The mayor and council are elected for four year terms. The mayor is the city's chief executive officer and oversees the operation of all city departments. The city employs about 2,300 full time employees in nine principal departments. The Electric Power Board, a non-profit agency of the City of Chattanooga, was established in 1935 for the sole purpose of providing electric power to the people of the greater Chattanooga area. It has 400 additional employees.

Accountability Results

Chattanooga publishes two detailed reports, one on our budgeted departmental service activities and accomplishments, and another on our financial condition, which is independently audited. Our Comprehensive Annual Budget Report and Comprehensive Annual Financial Report win the distinguished presentation award from the Government Finance Officer's Association each year. Though they are available on the city's website, very few citizens care to read them, simply because they are so detailed. These two documents also tend to focus on **what** we are doing rather than **how** we are doing. This report has a different focus, guided by three ideas:

1. **Chattanooga is accountable to citizens for achieving our service goals.**
2. **We set goals and priorities and we update them as your service needs change.**
3. **Performance measures allow us to track our success and improve our performance.**

There are many ways to monitor success, but performance measures are effective and reliable, both for long and short-term goals. Reporting our performance is a necessary step to achieving our service goals. We want you to know how well we did, what events or conditions challenge us, and what opportunities lay ahead.

Performance goals are only meaningful when they meet citizen service needs. We need you to communicate your ideas and preferences to us so we can shape future service priorities. To offer comments or questions about this report, please e-mail us at performancereport@mail.chattanooga.gov. We look forward to hearing from you.



From the Mayor.....



Welcome to the fourth edition of the City of Chattanooga's Annual Performance Report.

As mayor, I want to extend a special thank you to the citizens of Chattanooga, the City Council and City staff for giving me the opportunity to update you on our progress, challenges and vision for the future. We are rapidly becoming a regional leader and we must address the complexities associated with this unprecedented growth while maintaining our status as the best mid-sized city in America.

Four years ago, we began with three main principles – change, creativity and compassion. We have made a lot of progress but we have much work that remains to be done. The future brings with it many opportunities and a level of difficulty unknown in prior years. Like the state and the nation, the City is facing revenue shortfalls, increased unemployment, and declining market conditions. My management team is already developing plans to address these changing times with minimal impact on service delivery. I am confident that, together, we will make certain Chattanooga continues to be the best place to live, work and play.

How We Have Progressed

Progress in Fiscal Year 2008

Quick Facts for FY 2008

Public Works:

Solid waste accepted at landfill
.....87,896 tons
Center line miles maintained
.....684 miles
Traffic signals maintained
.....313 intersections

Interceptor Sewer System:

- Handles 25.6 billion gallons/yr.
- Suspended solids removed at 96.06% efficiency
- 93,000 tons of biosolids to landfill per year
- 3.9 million gallons of septage per year

Sewer and Pump Stations:

Miles of sewer.....1,239
Major pump stations.....8
Minor pump stations.....59
Residential/grinder stations.....184

Police Protection

Sworn officers.....472
Crimes committed.....14,219
TN average crime index.....14,466
Crime rate (per 1,000 pop.)..... 92.04
Parking violations.....59,371
Moving violations.....38,078
Calls for service.....217,933

Fire Protection

Sworn officers.....400
Fire stations.....17
Front line ladder trucks.....2
Front line fire engines.....11
Front line quints.....11
Fire responses.....6,144
EMS responses.....5,705
Avg. response time (minutes).....5.05
*In district

Building Permits Issued & Value

2001.....2,443.....\$365,734,755
2002.....2,330.....\$287,929,751
2003.....2,596.....\$345,528,832
2004.....2,500.....\$347,658,477
2005.....2,678.....\$388,424,847
2006.....2,667.....\$415,215,320
2007.....2,387.....\$673,609,683

Values are based on the current industry averages as published by the Southern Building Code Congress International (SBCCI).

Performance Measurement Findings

We have excerpted a few performance statistics from our departments to highlight for this report.



The 311 Call Center simplifies citizen access to government by providing a single point of contact for all city services. The Center began operation in February of 2003. The concept of "one call for service" has been enormously popular with citizens, and growing more popular each year. In fiscal year 2008, 196,183 calls were received.

Over 40% of the calls to the 311 Center generate a customer service request which is sent immediately to the appropriate department for a response. In 2008, 73,839 requests were created and 97.6% of them were resolved. The city tracks the amount of time it takes to resolve a Customer Service Request and compares it to the department's goal time for resolution. In 2008, the top ten service requests were:

	Number	Percent Resolved
Bulky Trash Item Collection	18,181	99.4%
Illegal Dumping	6,239	98.5%
Nuisance Animal	6,203	100.0%
Overgrown Occupied Lot	3,014	88.1%
Garbage Collection Missed	2,536	99.8%
Garbage Container Repair	2,493	99.8%
Litter	2,354	95.2%
Housing Complaint	2,306	97.2%
Abandoned Vehicle	2,162	99.5%
Garbage Container Request	2,031	100.0%
Bldg Main Misc Task	1,909	100.0%

While the 311 Call Center was created to serve citizens' needs, it has an important role in the city-wide accountability initiative, chattanoogaRESULTS. Department heads use 311 data to identify service needs and trends, and to monitor their response times. The Mayor's office uses 311 data to hold department administrators accountable for service outcomes.

Number of Calls

The City's 311 Service Center has handled more than 792,660 since its inception. The number of calls handled on annual basis are the following:

2003 – 109,159*
2004 – 150,468
2005 – 186,038
2006 – 150,812 (estimate)**
2007 – 196,183

*1st yr (Feb) * *311 system had to be upgraded

- Overall average response time for Fire units in FY08 was 5 minutes and 36 seconds, down from 5:39 in FY07 and 5:43 in FY06.
- The Chattanooga Head Start program has been designated as one of 25 National Head Start Programs of Excellence.
- Through the first two quarters of 2008, complaints against police officers from citizens were down 28.26% compared to the first two quarters of 2007.
- The number of construction inspections performed decreased -2.21% in FY08.
- Attendance at recreation centers increased 23.8% in FY08 compared to FY07.
- Chattanooga added 8,000 new jobs from the beginning of FY05 through the end of FY08, with the unemployment rate increasing from 4.8% at the beginning of FY05 to 6.0% at the end of FY08.
- The average weekly wage in the Chattanooga MSA increased 2.5% from Q1 CY07 to Q1 CY08 (latest data available calendar year basis).
- The number of tickets sold in FY08 for events staged at Chattanooga's civic facilities (Memorial Auditorium and Tivoli Theater) increased by 23.4% compared to FY07, while the number of tickets sold online increased 43.5% over last year.
- For the thirteen consecutive year, the City of Chattanooga was honored with the distinction of receiving the Distinguished Budget Presentation Award from the Government Finance Officers Association.
- For the past sixteen years, the City of Chattanooga was honored with the distinction of receiving the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.

For a complete performance report from all departments, click on the link below.

[Performance Measures](#)

Our City's Budget

Revenues and Expenses



To review the complete budget report, click on the icon and select the section that interests you. The entire budget is 236 pages long (2.9mb).

Undesignated General Fund Revenue Summary

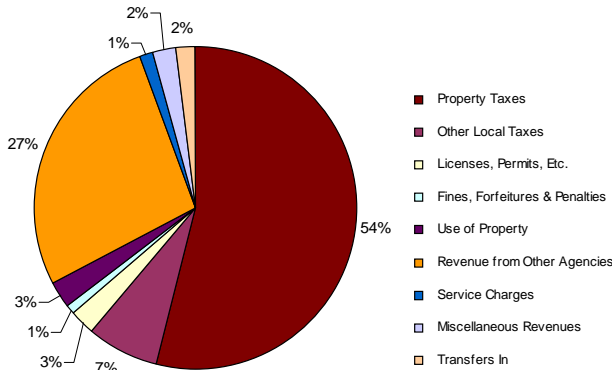
Fiscal Years ending June 30, 2007 thru 2008
(expressed in \$1,000)

Fund Type	Actual FY07	Actual FY08	Increase (Decrease)	% Change
Undesignated General Fund:				
Property Taxes	90,181,712	92,090,492	1,908,780	2.07%
Other Local Taxes	12,133,566	13,394,272	1,260,706	9.41%
Licenses, Permits, Etc.	4,317,260	3,421,918	(895,342)	-26.16%
Fines, Forfeitures & Penalties	1,424,431	1,673,150	248,719	14.87%
Use of Property	4,827,027	3,668,960	(1,158,067)	-31.56%
Revenue from Other Agencies	45,337,334	47,297,334	1,960,000	4.14%
Service Charges	2,315,513	2,614,734	299,221	11.44%
Miscellaneous Revenues	4,035,440	4,409,586	374,146	8.48%
Transfers In	3,142,787	4,944,287	1,801,500	36.44%
Total General Fund	167,715,070	173,514,733	5,799,663	3.34%

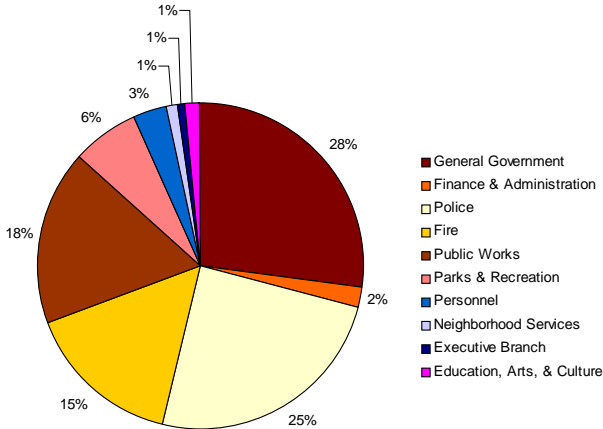
Undesignated General Fund Expenditure Summary

Fiscal Years ending June 30, 2007 thru 2008
(expressed in \$1,000)

Fund Type	Actual FY07	Actual FY08	Increase (Decrease)	% Change
General Fund				
General Government	45,647,083	47,654,382	2,007,298	4.21%
Department of Finance & Administration	3,487,806	3,836,038	348,232	9.08%
Department of Police	41,022,971	43,455,645	2,432,674	5.60%
Department of Fire	25,969,695	27,943,170	1,973,475	7.06%
Department of Public Works	29,768,637	30,923,929	1,155,292	3.74%
Department of Parks & Recreation	10,850,004	11,805,441	955,436	8.09%
Department of Personnel	5,807,916	6,683,835	875,918	13.11%
Department of Neighborhood Services	1,830,698	1,978,611	147,913	7.48%
Executive Branch	1,643,143	1,428,349	(214,794)	-15.04%
Department of Education, Arts, & Culture	2,146,395	2,279,350	132,954	5.83%
Total General Fund	168,174,350	177,988,748	9,814,398	5.51%



- Property Taxes
- Other Local Taxes
- Licenses, Permits, Etc.
- Fines, Forfeitures & Penalties
- Use of Property
- Revenue from Other Agencies
- Service Charges
- Miscellaneous Revenues
- Transfers In



- General Government
- Finance & Administration
- Police
- Fire
- Public Works
- Parks & Recreation
- Personnel
- Neighborhood Services
- Executive Branch
- Education, Arts, & Culture

The Undesignated General Fund accounts for all financial resources applicable to the general operations of city government which are not accounted for in another fund. This fund is the only unrestricted fund of a government unit. For more detail, click here.

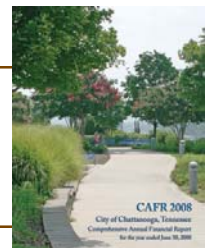
Enterprise funds are established for operations that the city operates as though they were private enterprises. An Enterprise fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges. The basis of accounting for these funds is the much like that of a private-sector business. Chattanooga has three budgeted enterprise funds: Interceptor Sewer Fund, Water Quality Management Fund and Solid Waste and Sanitation Fund. For more detail, click here.

Special Revenue Funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government. Included funds are State Street Aid, Human Services, Economic Development, Narcotics, Community Development, Hotel/Motel Occupancy Tax Fund, and Municipal Golf Course Fund. For more detail, click here.

Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services are usually recovered from those governmental units that receive benefits. For more detail, click here.

Audited Financial Statements

Each year Chattanooga's financial statements are independently audited. To read the 2008 audit opinion, click here. To view the complete financial report, click on the icon and select the section that interests you. The entire financial report is 191 pages long (5.2mb).



What's Next

Future Challenges

The Mayor's Seven Step Strategy

During Mayor Littlefield's inaugural remarks, he outlined three key elements that guide his administration: change, creativity, and compassion. The elements move Chattanooga to a model for performance accountability in the region and beyond. Outlined below is the Mayor's Seven Step Strategy and a scorecard of performance initiatives that have already been put in place.

1. Finish what we've started

Warner Park Renovation completed this summer, marked the first phase of renovations to one of the city's oldest parks. Today the excitement and grandeur of the past returns in the Chattanooga Zoo's \$3.9 million dollar new entrance and welcome center. The \$2.8 million restoration of the park's softball facilities now offers state of the art accommodations for local and regional/national programs and tournaments.



2. Fill in the economic gaps

We have an updated and improved "Blueprint to End Homelessness in the Chattanooga Region"; a master site plan for development of the Farmer's Market property across from the Community Kitchen and construction plans for a new home for the Interfaith Homeless Network on the Farmer's Market site. Our local Homebuilders Association and the various members and associates have joined this project. There is much more to come – including a transportation hub to be constructed by the Southeast Tennessee Human Resource Agency – another partner in this great, difficult and worthwhile undertaking. We now can move forward with greater speed and determination.

The city's bond rating was recently upgraded to AA+ by Standard & Poor's and affirmed at AA by Fitch. Rating analysts cited the city's diverse and strong economic base, robust fiscal position and sound management practices as major factors.

3. Enhance links and gateways

Transportation is another key to a vibrant economy. The Chattanooga area is served by three interstate highways, six U. S. highways, railways, airlines, bus service, and the Tennessee River system. Direct flights are available to ten major cities. On the Tennessee River, construction has begun on a multi-year \$349 million replacement project for the Chickamauga Lock which will enhance river traffic for years to come.

4. Nourish the neighborhoods

Chattanooga's housing market is fairing better and our local economy is more stable than most cities. The infusion of nearly \$3 billion over the next two years will continue to energize the area allowing us to weather the current economic downturn.

While economic development is a primary focus of this administration, we continue to improve neighborhoods and efficiently deliver government services. Our monthly neighborhood meetings have proven to be a valuable resource for the citizens and the administration in addressing important community issues. Major strides have been made in making our neighborhoods cleaner and safer. A citizen recently credited the City codes enforcement with transforming her neighborhood. She stated "Now, it's (her neighborhood) restored to the peaceful place she moved into 40 years ago."

5. Keep growing the green

Renaissance Park and Outdoor Green Roof Pavilion was the 2007 recipient of the Tennessee Governor's Environmental Stewardship Award, recognized for the restoration of a past industrial area to a model of ecologic conservation. This 23 acre urban park collects polluted water from urban runoff, naturally filters this water using native plants and other natural systems, and releases improved quality water back into the ecological system that flows into the Tennessee River. The 5,000 square foot Outdoor Pavilion showcases several "new-age" design features and provides an educational community meeting space. The Pavilion is the first public building in the city to have a "green" living roof, waterless urinals, and other energy efficient features.

6. Attack fear with technology

Chattanooga has become a hub for improving interoperable communications in Eastern TN. Chattanooga received a \$14,000,000 Public Safety Interoperable Communications Grant to build the Tennessee Valley Regional Communications System. This will implement

technology that will provide a seamless communications system from North GA to Knoxville along the I-75 Corridor, focusing on a nine county region surrounding the TVA nuclear facilities and the DOE facility in Oak Ridge. This system will continue to improve interoperability efforts in urban and metropolitan areas at high risk for threats of terrorism as well as natural disasters. The system will be fully operable by fall of 2010.

7. Focus on teaching

Since the middle of last year, a task force of local citizens – people who care about libraries and our library in particular – have been hard at work studying the changing role of libraries and crafting a proposal for giving this most important cultural institution new life and new attractiveness.

The Bicentennial Library is a state-of-the-art building with the intent of extending the reach of the collection into the growing suburbs through several new branches. It's time to recapture that spirit and enthusiasm – to recast our library as a place of knowledge – a place where our young and our older citizens can gather and feel a special connection to the assembled wisdom and the unique reverence for our human experience, the great thinking of great minds and the recorded achievements of mankind that can only be found in a great library.

While some have predicted the end of the library as we know it – as we have known it for centuries – simply a repository of books – a recent writer concluded, "in its mutating role as urban hangout, meeting place, and arbiter of information, the public library seems far from spent. This has less to do with the digital world—or the digital word—than with the age-old need for human contact."

It's time to rethink, refresh, remodel – perhaps rebuild our central library – at least to a necessary degree to bring our library to the current city – perhaps bring our library to the street (literally) and add new spaces, new meeting and gathering rooms and new functions to make our library once again the central feature in today's downtown and the cultural center that it deserves to be for the coming decades.